

BULLETIN of SYRACUSE UNIVERSITY

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Chancellor's Letter

To My Friends of Syracuse University:

When I wrote my last letter to you a few months past my twenty-seventh year I supposed that it was to be my last and I made it a direct and earnest appeal. I ought to have known from the experiences of other colleges and universities that the change which I sought could not be accomplished so soon. My own experience, which consumed several months from my election to my entrance upon the active duties of the office, should have warned me. A full year has been added for my official connection with the University. It completes twenty-eight years and seven months. Great care was taken by the committee in canvassing candidates for the Chancellorship, whose names were presented by their friends or who were suggested by their work in the fields of higher education. After several months the committee united heartily upon President Charles Wesley Flint, LL.D., the successful head of Cornell College, Mt. Vernon, Iowa. Dr. Flint was unanimously elected in January and has accepted, but he cannot take upon himself the duties of the office until the close of his college year. He was obliged to make this date a condition to his acceptance of the office. The trustees, therefore, elected Dr. Flint, his election to take effect June 15th, and they extended my official connection to the same date at the request of Dr. Flint. As President Flint had written to the Acting President of the Board of Trustees, Mr. W. H. Peck, and had also written the same request to me, my duty was made plain and my plans were promptly and cheerfully changed to meet these conditions.

You have heard of the election as Vice-Chancellor, and of the death of Dr. Henry Allen Peck. He seemed to have been born for the office and he was trained for the field in which he was to serve. He had met every hope and expectation of the deanship of the College of Liberal Arts, filled by his great predecessors and teachers, Doctors French and Smalley. He was of the same gifts and graces and left as they have, an imperishable fame. Dr. Peck entered upon the higher office of Vice-Chancellor modestly, but with that fine sense of duty and consecration to his Alma Mater which had always characterized him. I was conscious instantly of the lifting of a great burden from my shoulders and enjoyed a rare comradeship. He knew all the problems and re-

quired no coaching. It was natural for him to be loyal and true; his only ambition was to do his part fully and perfectly. When some persons mentioned his name to members of the committee as a suitable man for Chancellor, he brought me his protest,—“I am where I belong,” he said, “and it is all I want, and I am confident I can do this job.” The last letter he wrote me began by the declaration,—“I am going to do what will perhaps surprise you. I am going to write you a love letter.” And he proceeded to tell me of his deep regard for me and that he was doing his work as much for me as for the University. It was a surprise from the student and teacher of mathematics, and a joyous surprise, for Dr. Peck had never been demonstrative. I recall that even before he was dean, he would sometimes push my office door open and say, “I am only looking in to see if you are all right and how it is going with you.” Can you imagine what it was to lose such a friend where nearly all the interviews are formally official? “Ah, Henry Allen Peck, you were the ‘Lord’s elect’, and I miss you bitterly. It was one of the severest blows that has struck us among the many which have fallen, when you were taken away.”

Dr. William P. Graham has been chosen Dr. Peck’s successor. He had been such a signal success as dean of the College of Applied Science, that it was some time before I could get my own consent to his being removed from that position. He has rare qualities for his new office, which has become indispensable with the multiplied administrative duties constantly increasing, in the Chancellorship.

We all feel confident that a kind and helpful Providence has guided us in the selection of our next Chancellor. His years are right; his physical endowments also. He is a graduate of Toronto University and has a master’s degree from Columbia University. Dr. Flint has had experience of successful pastorates in great churches, which will give him access to the ministers who are our most helpful constituents. He has been a member of the General Conference of the Church which founded the University and which will doubtless continue his services on the University Senate of the Church. Dr. Flint has had several years of marked success as a college president in the Iowa College, which reluctantly surrenders him to us. I believe that no better choice could have been made if we had been given our selection from the college presidents of the country. And I am happy to assure him and you of my loyal support. I shall hail with joy the day of his coming, and although I plan to live in Syracuse, to which my family and I are deeply attached, I shall leave my successor unembarrassed by my suggestions, but not so much alone as to appear to be indifferent. I have had my time and am content and confident to leave the man who follows me to the freedom and liberty which I enjoyed from that great and wise man, Charles N. Sims. It shall be my motto to do anything or to do nothing which the work of Dr. Flint requires of me. He is thoroughly equipped, sufficiently self-reliant and happily diplomatic for the great office and opportunity to which he has been chosen.

The alumni must be something more to him than a name. Thousands of you will give him your confidence and help him work out his problem in his own way. There is much the loyal, helpful alumnus and alumna can do. My greatest help in many critical and invaluable

ways, has come from alumni and alumnae who are busy all the time doing things,—making constituencies, using our professors in their communities, talking their Alma Mater to their neighbors, sending in students, etc., etc. I have been under great obligation to our loyal, constant, former students. They have not always agreed with all I have done; I have not myself. Sometimes they have not known the problem, but they have worked on and never tired. I want to thank them now. I know many of their names; I have heard from them every year, telling me good things about their Alma Mater, seeking for ways to help. They are preachers; they are of that great host of teachers,—they are a legacy. They are everywhere and are in all professions and callings.

Educationally, Syracuse is in no second place. Its every college of the ten we number ranks A-1 in scholarship. Our graduates are making good. Not a month passes that the name of some Syracusan does not reflect credit upon his Alma Mater. In twenty-eight years the friends of Syracuse have built many buildings; we need many more,—for our Home Economics, for our Business Administration, for our Law College, for our Medical College, several for our Hospital, a women's gymnasium, the great Hendricks Chapel (for which the money is now waiting), dormitories for women (a paying investment), a large addition to the Forestry College, a hall for extension work and adult education, a faculty building, a women's headquarters, a student center, another chemical laboratory. It is the duty and great privilege of the alumni to get ready for twelve thousand students. They are coming. It is an obligation inspired by America which cannot survive in ignorance. Now, you thousands of former students, you can drag like barnacles on the ship's keel, or you can stoke the furnaces with living fires. It is your new opportunity; it is your new duty.

I am going to say again a few practical things. I can do it; my successor cannot,—he does not know you. *Organize everywhere.* Using the Bible plan,—“Where there are two or three gathered together” join them. Make an alumni association or an alumnae association, or a mixed association where the numbers are sufficient. Send in a letter to the Chancellor; send reports to the University paper—*sometime we will have one.* You now enjoy greater representation on the Board of Trustees. Appreciate it by using great care in your trustee elections, choosing the best men and women. Let the choice extend widely. You had ten places; in the last election you chose five men and no woman. You chose four of the five from Syracuse. The whole five should have been chosen from outside of this town, for now you have only one place filled from outside. The alumni trustees should represent Boston, New York, Buffalo, Albany, Rochester and Pittsburg, to be changed off with other towns and cities. You have three alumni trustees who are members of one of the University faculties. They vote on themselves and their college! You know that that is not right. It is not a wise plan for the alumni to represent colleges with which they are connected. Other universities forbid this. Had the Chancellor been consulted he would have prevented this mistake. The alumni now and increasingly are confronted by a serious obligation to study the best things for the whole University. The trustees must not

be made up from certain fraternities nor colleges, nor athletics, nor by preferences or prejudices, nor by the methods of the ward politician. The University is too great to be trifled with on the little old plans of fraternity barter. All former students have votes and should use them, and the representation should be wide and of the best material. You are represented in a body of great men. Many alumni are on the general and conference Board from prominent positions. Your votes should elect great men and women to this Board. In many colleges trustees elected by conferences and alumni must be approved by the general Board.

What I have said of the demand for buildings I wish to emphasize. We have not had time to build working rooms for our six thousand students. Our country demands of us all that we can do to fit men and women for intelligent citizenship, it goes without saying that we must reinforce our endowments, and the alumni are our chief dependence. They can give, even to the latest graduate, if it is only a few dollars each, and they can interest others,—and this is the most important. There is no conflict between buildings in which to work and money with which to work. One cannot wait for the other. There are those who will give to the one who will not give to the other. They must go on together. Stopping the one will not promote the other. The same is equally true of our educational work. In the old time, classical learning was insisted on as the work of the college. Its office and service have been widened and every form of education has been dignified. The extension work in evening schools, picking up stranded young men and young women from the shops and business offices and domestic pursuits, is a greater service to our country and marvelously inspiring. We have services of our faculties in this increasingly great field. Some of these stranded people are encouraged to go on and prepare themselves for greatly increased usefulness. The educational field is large and whitening for the harvest. We sacrifice nothing of the highest forms of education by taking up the lowest. We have not neglected the best educational standards by building housings for our students. At no point have we suffered educationally by such neglect. I have been gratified with the instant and earnest ambition of all the so-called practical forms of established scholarly standards. Dean Hurst of Education, Dean Nye of Agriculture, Dean Knapp of Home Economics, Dean Rapier of Business Administration, Dean Moon of Forestry, Director Tilroe of Public Speech, all have insisted upon thorough scholastic work.

I have been called "a builder of buildings." Of that I am proud. I should have built more. I remember that the first three years I spent with my Liberal Arts faculty discussing almost weekly new educational plans by which we might enlarge our field while maintaining our scholarship, which had been championed in that great faculty by such educators as John R. French, Alexander Winchell, Doctors Bennett, Coddington, Smalley, Little, Clark, Hargitt, Haanel, Emens, Pattee and Peck,—all trained in the old school, but who sympathized with a correlation of the old and the new. Month after month we worked and wrought out that which we now have. In those first three years we planted the roots of all that you find here, which is now vigorously

growing. Never one hour has the educational problem failed of direct appeal and there is scarcely a faculty meeting that the best things are not sympathetically discussed. There has been no sacrifice of scholarship to numbers, nor have we refused earnest, honest students because they were to crowd us, but we have provided room and equipment and teachers. We have added a score of buildings costing millions of money. We have equipped laboratories and added tens of thousands of books to our libraries, and multiplied our faculties from sixty to five hundred, and have taken on the students who have come without advertising, until we number over six thousand, and are only anxious because we fear we cannot take all who will come next year. We need more buildings; I repeat earnestly. I am accused of having overbuilt. I can summon teachers from every department of the University to say that we are overcrowded. We need more buildings. Do not discourage any man or woman from giving them. The chairman of the schedule committee tells me that he does not know where to place another class. Overbuilt!! We need twelve buildings costing \$300,000.00 each, with which to begin the next college year, and there is no better way to increase our endowments. Only little men expect to get endowments by standing still and holding back. We have gotten what we have by taking what we could get when that was the first we could get. As I have stated, we need a building for Home Economics and one for Business Administration, both of which colleges would pay their way if adequately housed. We need women's dormitories. (They would pay expenses.) We need an infirmary at the hospital which should be supported by our fees, and to enlarge the instruction of our medical students. We need a pavilion for bedside teaching at the hospital; a building of wards equal to every teaching requirement and charitable work. Legacies would come to it which now go by us. We need a women's building which the alumnae should build on the Teachers College grounds. We need a large addition to the College of Forestry which the State ought to build at once. We need a building at Wanakena, to be built by the State, for our outdoor forestry work. We need a building for the Law College and one-half of the money is waiting for that purpose. It would serve the Law College purposes and the evening extension work. We need two buildings for the Medical College, for which we have the land waiting. And we need to enlarge our poultry plant at the farm, and other features of our Agricultural College work. We need another men's dormitory, the land for which was given by Mrs. E. B. Steele, and now waits this purpose on College Place. The land is also waiting for the women's dormitories on College Place.

I am not anticipating my successor's plans. I am only apologizing for what I did not do which I ought to have done. I have learned the folly of listening to little men talk without knowledge, who mistake foolish timidity for prudent caution and discretion. There is one enterprise of which I failed, that seemed like Providence, and I am not certain of that, for Providence waited long enough if it had been seized with faith and courage. I was anxious to have the Major Davis Estate for botanical gardens and other University purposes. I made Major Davis an offer for the property and as it proved it would have been

better for his estate, had he accepted it, than the price which was paid by the city. At Naples I called upon him at his home, "Floridiana," looking down over the Bay of Naples, and walked with him through his enchanting grounds, and was to return the next day and increase my offer. He told me of certain rare mathematical works which he intended to give the University. When I took up the paper the next morning I found that the Major had been suddenly called to London by what proved to be the fatal illness of a daughter. I expected to see him upon the completion of my world trip, in Syracuse, which he planned to visit. That plan was defeated by his sudden death. But for these sad incidents and keen disappointments we should have had that magnificent property in which Mr. Archbold was interested and for which he would have paid the money. Fortunately the city has purchased the Estate and will make a park to be entered by University Place, which extends in front of our campus. The only thing it could do better would be to sell it at a nominal price to the University, to be used for the enlargement and development of our University, which is practically the University of the city whose name it bears.

A word about the religious life of the University. We average with that of the churches encouragingly. We are not a church; we are a university comprising all creeds even Mohammedans and Buddhists. We number every Protestant denomination and Jews and Catholics. The Church which founded us did not expect us to be exclusively denominational nor sectarian. No man is requested to subscribe to a creed nor to abandon a religious belief. We do not teach creeds nor do we oppose them. We insist upon Christian morals and support Christian Associations of both men and women. We encourage all students to attend their churches, Jews and Gentiles,—Catholics and Protestants. No immoral or doubtful practice is tolerated in dance or sport or social habit. Our student morale, for the most part self-governing, is remarkably free from criticism. Bishop Henderson, who held meetings with us last winter, said of his series of meetings, that he never was received and aided more helpfully in any university where he had labored.

Our athletics in football, baseball, basketball, rowing and Lacrosse are in a healthy condition and win their share of contests. We oppose all professionalism and every symptom of the violation of the cleanest and most honorable sport. We have not settled the question of paid coaches; there is something to be said on both sides. It cannot be settled with snap judgment. But we permit no coach to interfere with our scholarship nor to bring in here athletes for athletic purposes only. We find no coach among us making such an attempt. They are too well known and have too much at stake personally to have such a temptation or inclination.

Within the last two years the faculty salaries have been increased more than thirty per cent. No faculties in the country have been more loyal and self-sacrificing in these days in which we have striven for a greater Syracuse University, than the noble men and women associated with me in this work.

I have been treated royally by the community, the trustees, the conferences, the alumni and students. I have no complaints. Obstructions

that have been thrown across my path are only such incidents as occur in all college administrations. They are not worthy to be compared with the great things which have contributed to my support and such measure of success as I have had. In leaving the official relation to the University I carry with me substantial assurances of the confidence and esteem of the trustees, who, at their last annual meeting, provided for our comfort and made it possible for us to live in a home without embarrassment among the friends whom we have made and cherish in our city.

The debts of the University, due to war times and the death of our great friends and patrons, are being subscribed by the citizens, the patronizing conferences, the alumni and friends. The effort has been in charge of Mr. H. W. Smith, one of the most prominent business men of the city, to whom every alumnus owes a debt of gratitude. Mr. Smith has been elected unanimously President of the Board of Trustees. Mr. Stephen B. Groner, for many years the efficient secretary of the City Y. M. C. A., has given his large experience to the assistance of the drive with tireless work and ambition. Mr. Groner's services will not soon be forgotten. It has been a good year with us in our current expenses. With no help from any source but our current receipts, using not a dollar of any money subscribed on the debt account, nor from any other source whatever, and with unusual expenses in some instances, we have met our obligations to date and beyond, without borrowing or begging. This is a new experience. Always, heretofore, the holidays have been a hard spot with us. In every year that I have been here we have had to beg or borrow over that spot. Could we have secured the prompt payment of our bank debts, which are subscribed, we would have shown this year a clean slate. Next year, if you will all do what you can, it will be done. Our efforts at the time of my last letter, to pay our war debt, to which I have referred, and to add a substantial sum to our endowment, were defeated by the unfortunate employment of a so-called "Unique System" with headquarters in Chicago. The firm we employed, upon assurances that it had never failed, and was "mathematically certain to succeed," proved to be inefficient in every way and was dismissed after a four months' trial. It has been the unenviable practice of this company to sue in the courts of law, colleges in which they did not succeed, and from which they were dismissed. In all these cases they have failed to win the suit and in some instances have been ordered to pay back the money paid them. These men sued us for \$36,000.00 on a claim that the contract covered that money due them, after we had expended nearly \$28,000.00 upon them. They failed to secure a verdict. Nine men of the twelve voted to give us back what we had paid them and the other three would consent to give them not more than a nominal sum. You may ask us why we were so easily deceived in this case. Will you tell us why several other well known colleges were also deceived? Our worst blunder was in hoping three months after there was no hope, and after our contract had been violated persistently. Our friends should not condemn honorable companies, but such contracts should be drawn in the favor of the colleges to be served. We believed that we had protected ourselves by putting a special provision in the contract. The jury apparently be-

lieved that we had protected ourselves. This is the only organization of the kind, of which we have any knowledge, which has prosecuted in the courts, the colleges in which it has failed. In no case has it succeeded in its prosecutions. The lawsuits should be a sufficient warning to all institutions from which this organization solicits patronage. We received our warning from Racine, West Virginia, and other institutions, too late.

It was unjust and needless for these people employed, to represent us among our citizens and in the press as bankrupt. Our buildings show \$8,301,595.00 increase during the present administration. More than four millions have been added to equipments in libraries, laboratories and furnishings, besides an increase of our endowment of about three millions and substantial sums added to our scholarships. It is conservative to say that the total is over fifteen millions which have been added to our assets. A survey and estimate of our buildings has been made by Professor Hallenbeck, the acting head of our Architectural Department, and Dean Mitchell of the College of Applied Science.

Our argument for co-operation upon the part of our alumni and other friends, is based upon our prosperity and not because of our peril. We are not in peril. It is because we have what we have that we must have more. We must take care of it and build upon it and build with it. We cannot stop with paying debts; such talk is foolish. We shall always want money and more money, or be content to be small and contemptible in a gigantic age. That we cannot be; that we will not be.

Dr. Flint needs no patronizing prophecies from me; he has made full proof of his qualities in the Iowa College. I am far more certain than I am of my life, that there will be no retrocession here under his administration. There are to be greater things than there have been all along the lines of the greater Syracuse University. The alumni are the only people who can hinder it and they will not. My faith in them is boundless. They are succeeding everywhere and they will see to it that their Alma Mater succeeds.

To all trustees, members of conferences, alumni, and our patrons who have helped me in my work with their loyal co-operation and kindness, I bid an affectionate farewell, and extend my profound thanks. With the great student body, for whom I have had an increasing interest and affection, I leave my humble benediction.

SUMMARY. (1) Our financial condition is sound. (2) We need largely increased endowment because our assets in buildings and equipment are not income. (3) We need more buildings to provide for our increasing students—we need them for our present students. (4) Educationally our position is enviable. (5) Our patronage is from all over the world. (6) All patrons and friends of Syracuse should unite now in this supreme opportunity.

JAMES ROSCOE DAY,

April 15, 1922.

CHANCELLOR.